

HELPING ORGANIZATIONS CAPITALIZE ON CHANGE



GLOCALVANTAGE
INCORPORATED

ABOUT GLOCAL VANTAGE

Our consulting firm's name embodies some of the benefits we bring to our clients. Glocal combines a Global and Local approach.

Vantage represents a key strategic position. We believe these are vital elements for bridging the gaps between today's different and rapidly changing business environments, cultures and markets. Glocal Vantage provides clients with consulting or participation in business development. We help organizations achieve a global competitive advantage by anticipating changes in the marketplace and developing organizations which can capitalize on these market opportunities.

All organizations today find themselves buffeted by the global winds of change. Social, political, economic and demographic forces are interacting with changes in technology, customers and competition.

GLOBAL WINDS OF CHANGE

Corporations recognize that a strategy of "staying put" is a sure road to oblivion. Managements know they must in some sense move forward in order to survive.

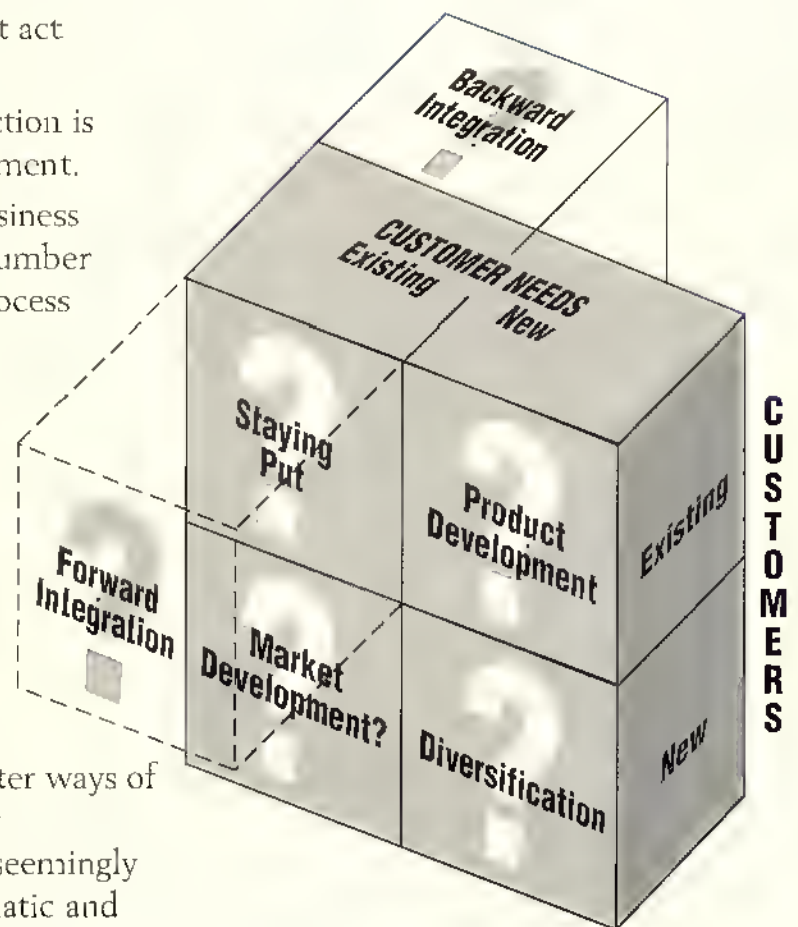
When a company is determining what direction to take, it is faced with many choices. These include a great deal of analysis of where the company stands, what it wants to achieve, and how to make the changes necessary to get there. Then it must act quickly and effectively.

This process of analysis, decision and action is what Glocal Vantage calls business development.

Our years of practical experience in business development consulting have identified a number of extremely important questions such a process must answer:

- What markets should be selected?
- What opportunities are the best?
- Are the vision, mission and goals self-consistent?
- What strategy will work?
- Is the organization capable of implementing the decisions?

We understand the urgent need for better ways of discerning truly strategic markets, especially in this time of sweeping global change and seemingly chaotic conditions. Through logical, systematic and comprehensive methodologies, our proven business development plans provide clients with an accurate road map, even in the most confused circumstances.



PEOPLE AS A RENEWABLE RESOURCE

A company's vision or strategy is only as good as its capability to implement it.

Therefore, effective business development must include development of people in an organization.

People are a renewable corporate resource, not an expendable one. This is particularly true in the technical arena, where the half-life of a technical education in some fields is now less than three years.

By coupling an organizational vitality program with the more familiar total quality management program, an organization can dramatically increase its ability to be effective and efficient in all that it does.

Those companies with a keen organizational vitality perspective will protect and help their most valuable resource – their people – grow. And, instead of costing

money or diverting management's attention from other problems, a properly designed and executed organizational vitality program can help a company focus more on its vision, mission, goals and strategies.

Glocal Vantage's unique approach to organizational vitality and total quality management is market driven. It produces an organization where people work effectively and efficiently, while continuing their professional development throughout their careers. And this can become the company's greatest strategic advantage.



The years we've spent helping companies create a competitive advantage have taught us there are

six basic steps an organization goes through to reach its business development goals.

STEPS IN BUSINESS DEVELOPMENT

The steps in this process are:

- Identifying and selecting a market.
- Identifying opportunities in the market.
- Developing a business strategy to take advantage of the opportunity.
- Assessing the organization's capability to implement the strategy.
- Building an organization which can effectively implement the strategy.
- Implementing the strategy.

These steps can be taken individually or as a whole, depending on the client's needs. Linked together, they become a very effective tool for determining the client's capacity to succeed in a chosen market.

The concepts embodied in this business development approach can be conveyed either in a consulting arrangement, through which we advise our client, or by our participation in business development projects directly with the client. Either method can provide a quick assessment of the probability of success of an on-going project, or in the initiation of a new program.

Select the Market

Identify the Opportunity

Develop a Strategy to Take Advantage of the Opportunity

Assess the Organization's Capability to Implement the Strategy

Build an Organization Which Can Effectively Implement the Strategy

Implement the Strategy

MARKET SELECTION

Markets are spawned when dynamic external forces change the business environment—

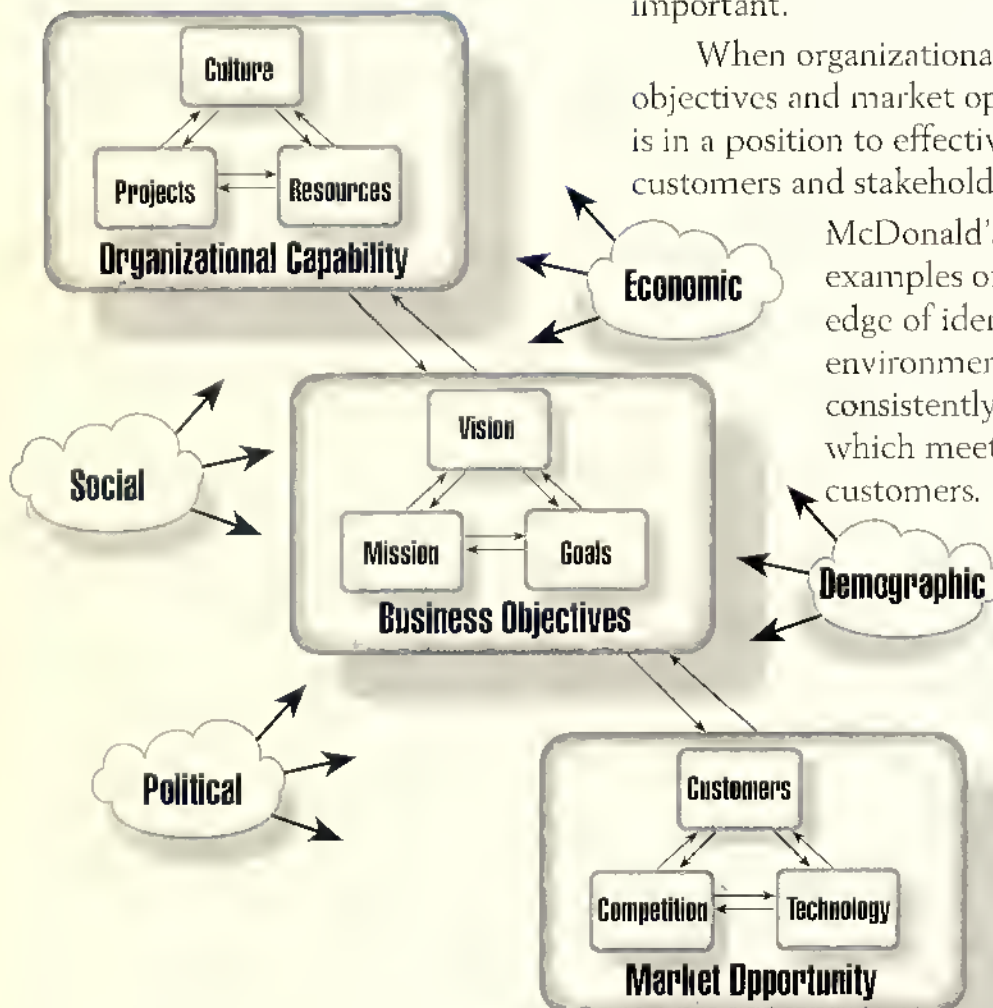
creating new needs, inciting increased technological capability and attracting competition.

Social, political, economic and demographic forces affect potential opportunities in the marketplace. They also have an impact on the organization and its ability to remain competitive.

Market selection includes not only traditional market measurements (growth rates, market share, ROI), but also capabilities and strategic business objectives which the organization has deemed important.

When organizational capabilities, business objectives and market opportunity overlap, a company is in a position to effectively meet the needs of its customers and stakeholders.

McDonald's and Sony are two good examples of companies on the leading edge of identifying changes in the environment in which they operate, and consistently responding with products which meet the changing needs of customers.



In order to become truly market driven, organizations need to understand the three elements which influence the direction and the future of the marketplace, as well as the diversity and dynamics of the marketing arena. These elements are:

- Customers
- Competition
- Technology

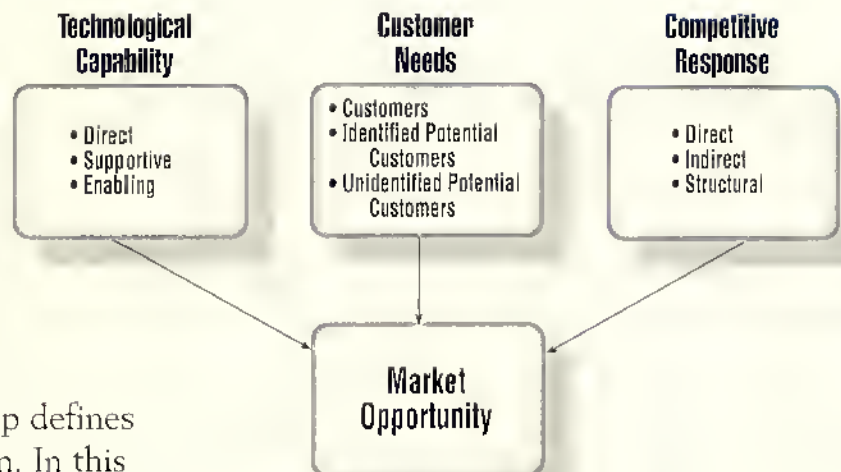
The Glocal Vantage process focuses on the needs of a client's current and future customers. What types of customers are in the marketplace? What are their needs? How are these needs affected over time by social, political, economic and demographic forces for change?

Current and potential competitors also are identified and their response to market movements are projected. Importantly, technological capabilities must be assessed and forecast, not in a vacuum, but within the context of driving forces for change and customer needs. The resulting information becomes a powerful source for developing a competitive strategy.

This entire body of information is then synthesized into a strategic market opportunity.

The statement of the opportunity in the marketplace is the focus for the organization's innovation program. The innovation capabilities of the organization are assessed and compared to the opportunity. The gap defines the organization's innovation program. In this way, using Glocal Vantage's methods, the organization's innovation efforts become market driven and purposeful.

FOCUSING ON STRATEGIC MARKET OPPORTUNITIES



STRATEGY DEVELOPMENT

A strategy is an organization's interpretation of a

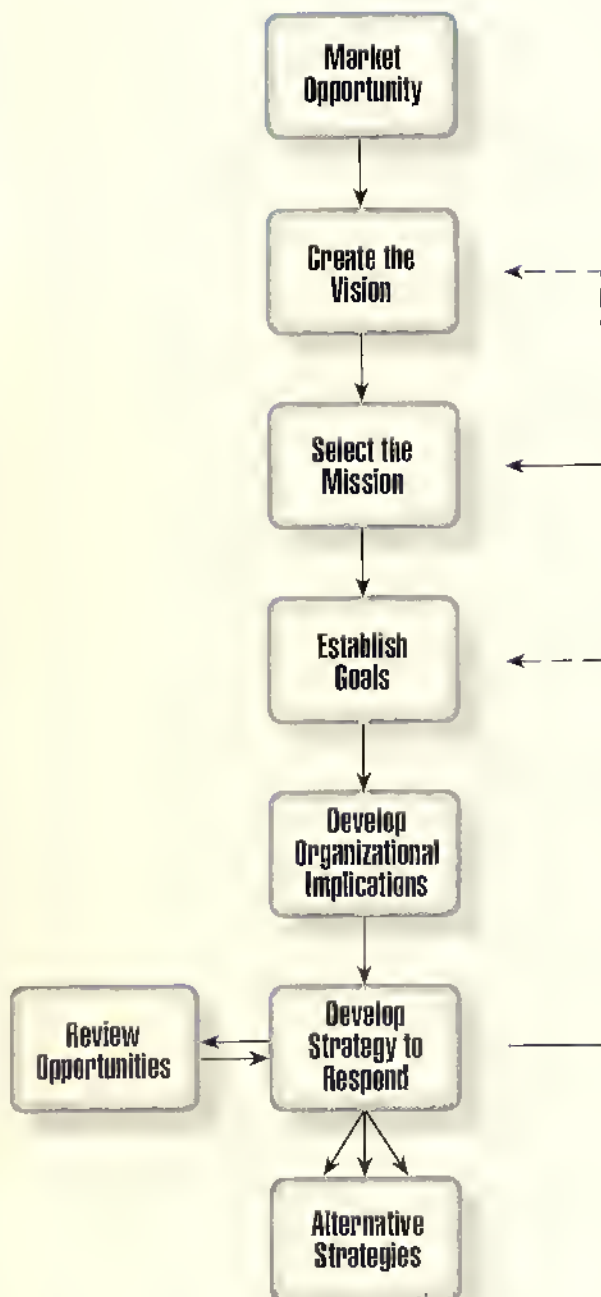
market opportunity. It's a way to capitalize on that opportunity based on the client's vision, mission, goals and capabilities. Therefore, a group of organizations could identify the same strategic market opportunity and all interpret it differently.

Based on our experience, we believe any good strategy must:

- Capitalize on the opportunity.
- Avoid, or at least minimize, threats.
- Effectively utilize the organization.
- Satisfy the needs of stakeholders.

The organization's vision, mission and goals are keys to developing a good strategy. Glocal Vantage offers some powerful methods of helping clients quickly converge on a vision, once a market opportunity has been identified. Missions are then selected and goals established which are consistent with stakeholder's needs, the opportunity and the organization's capabilities.

In this process several strategies may emerge based on different visions, missions or goals, each depicting alternate scenarios of how the organization can effectively bridge between the needs of its customers, its capabilities and the needs of its stakeholders.



Value Management is the key to organizational success.

VALUE MANAGEMENT

Values energize employees and provide a focus for their activities.

Values are communicated to employees by a company's actions.

Values are also communicated by the programs that control a company's operations and govern changes occurring within the organization.

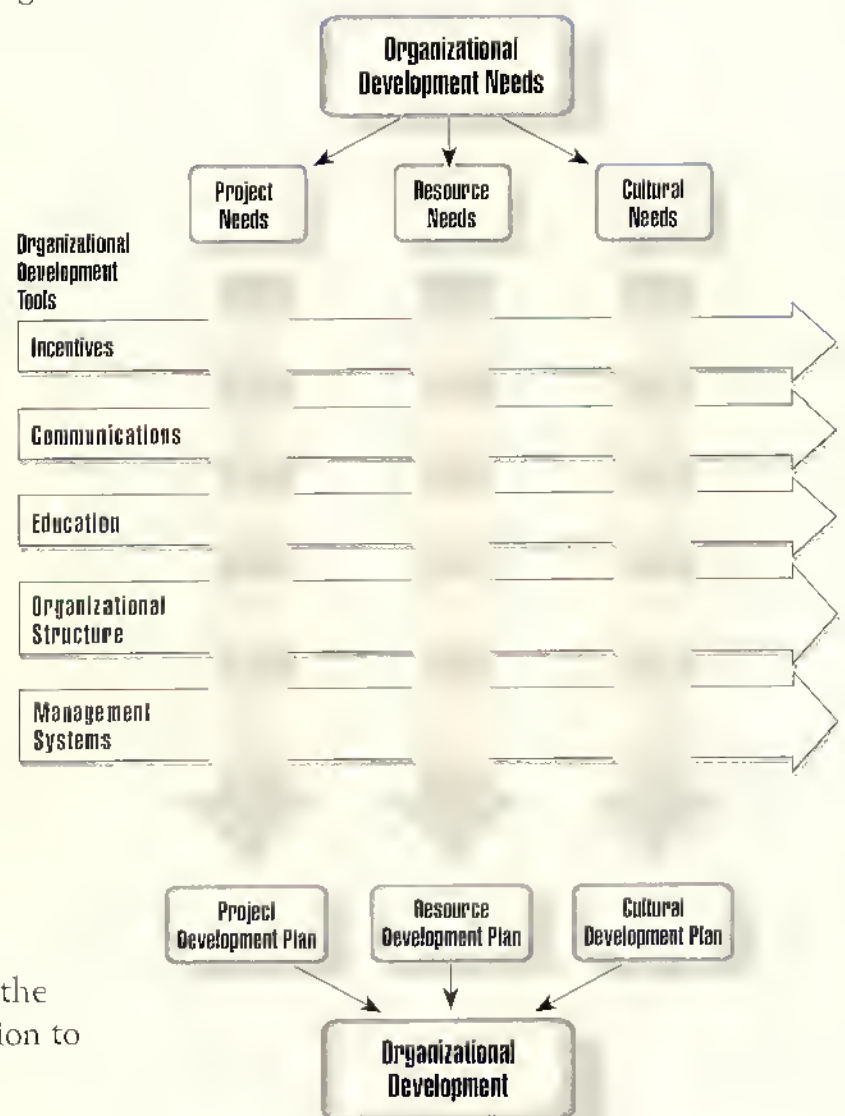
Five areas serve as vehicles for change within a company:

- Incentives.
- Communications.
- Education.
- Organizational structure.
- Management systems.

Altogether these five areas can be used to effectively stimulate an organization and to support the needed changes in its projects, resources and culture.

Global Vantage's concept of value management, which in part centers on harnessing the energy of individual goals, is at the heart of implementing lasting change which will renew a company's creativity, purpose and strength.

It is imperative to maintain a consistent set of values from the marketplace through the strategy into the organization in order for the organization to operate effectively and efficiently.



GLOCAL VANTAGE PRINCIPALS

The GVI consulting team offers a combination of capability, knowledge and skills that provide clients with exceptional leverage in gaining a global competitive advantage. Our experience has been forged from real business participation and application.

Paul A. Schumann, Jr., President, is internationally recognized as an expert on corporate growth strategies and organizational development. Throughout his 30-year career with IBM, he served in a variety of technical, management and internal consulting positions. Since leaving IBM in 1990, he has been actively involved in business development consulting to management.

Donna C. L. Prestwood, Vice President, brings some 20 years of research and consulting experience to help her clients. A specialist in business development and strategic technology management, she has worked with major companies in the US and Europe, and is recognized internationally as a speaker and lecturer.

We take a team approach in working with you. Our Glocal perspectives and methods are meshed with your knowledge and capabilities to create a uniquely customized solution that meets your needs and provides your organization with a vital competitive edge.

